

# Emergence of Patanjali Milk Biscuit in the Indian Market: A Strategic move into the mass market

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## ABSTRACT

Baba Ramdev has rapidly made a way through the FMCG market with the unique offerings of products ranging from herbal medicines to essentials foods and many more through thoughtful pricing and adding the essence of Ayurveda. This study aims to analyze the emergence of Patanjali Milk biscuits known as doodh biscuits in the Indian biscuits market and its way forward in challenging the current market leader Parle-G. Recently the share of Patanjali doodh biscuit brand in the milk biscuit category surpassed famous Horlicks (Singh, R, 2020). The nutritional value offered by the brand Patanjali had been a differentiating factor. They focused on the value of cow milk, biscuits made up of 100% whole wheat, which was rich in fiber and cholesterol or trans-fat free. The cost to weight value ratio is at par with the highest selling biscuit in the country Parle-G. We have carried out a brand survey concerning the brand awareness and nutritional choices of the consumers so that Patanjali Doodh biscuit could challenge.

## Keywords:

Consumer Awareness, Nutritional Value, Patanjali Doodh Biscuits, Parle-G.

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## 1. Introduction

The biscuit industry is one of the highest growing sectors in the FMCG space. The global bakery products marketplace is expected to increase at a CAGR of 4.6% through the 2017-2021 time period. The market for the milk biscuit has grown to Rs 1,800 crore in FY19-20 from Rs 1632.5 crore (Wood, L, 2018). The increase in the value of a market share of Patanjali over Horlicks due to the offering provided by the former which provides better nutrition in terms of cow milk made up of 100% whole wheat and all these are written in bold on the pack. Horlicks still had an image of milk additives, which doesn't remind the imagery of the biscuits. When compared to Doodh biscuits to Parle-G, which comes with the tagline of the World's largest selling biscuit, we found that it offers better health benefits than later. The former is Maida free; it is made from whole wheat; this is a healthier option. They both offered almost similar value at the same cost, but in packaging, Parle-G offers different varieties such as Rs 5 pack or even smaller for different needs. Parle-G has been in this industry for the last eight decades so the legacy factor is also very prominent. Patanjali has to strengthen its packaging and brand awareness to challenge the realm of Parle-G. We have also seen new players who are offering more health benefits and the right taste can unsettle the market leaders.

## 2. Review of Literature

Every research work is in a position to undergo to find out the research gap and hence following reviews are collected. Consumer behavior is always the product of two things, the nature of the individual who behaves, and the nature of the situation in which the individual finds himself – Norman Maier (2002) (Singh, Y. & Kaur, S. 2018). In her study to find consumer perception regarding the Patanjali brand through a survey in the city of Mohali. Samples collected to the response proposed that the competitive pricing, quality of products, and good advertisement techniques were the significant reasons for the increase in popularity of Patanjali products. Additionally, the study noticed various reasons for affecting the choice to buy Patanjali consumer goods such as advertisement strategy, product value, pricing, branding the image of Baba Ramdev, and buyer awareness about the products. The choice of a specific brand by the purchaser over a while is mainly affected by the quality and price at which the product is offered by the brand particularly when it comes to consumable products. Consumer approval is substantial when the actual product value offered is on par with the expected product value. In a country with different geographical needs, perceptions are always running high and can easily change. The confusion of purchasing or not

continues in a consumer's mind until decisions are not supported by various facts. Thus, to compete in a country like India, companies need to be present in the consumer's mind.

(Gaur and Nimit 2018). In their study entitled 'Disruptive Patanjali: Changing the Indian FMCG Landscape' to find the consumer', the study focuses on the vast changing FMCG landscape. India has a large consumer base. The surge in general consumption has also led to a sudden increase in FMCG Sector which is projected to rise to USD 102 Billion by 2030. With growing awareness among buyers about wellbeing and nutrition, they are moving towards herbal and natural products. This has directed to the escalation of intense competition in this sector. The extraordinary rise of Patanjali Ayurvedic Ltd (PAL) is a testimony to this fact. The case is based on a descriptive study on (PAL) and covers several characteristics for the success of the business. It concentrates on its product mix, distribution strategy, advertising strategy, and consumer behavior pattern in the Indian ayurvedic sector.

### 3. Indian Biscuit Industry Overview

India is third after the United States and China in terms of production of biscuits, but in case of consumption, India is the world's major biscuit consuming country with excellent reach in city areas as well as villages. The Indian biscuit industry is steered by several reasons such as growing population, increasing consumer incomes, set up more manufacturing facilities, increasing health consciousness, striking packaging, and many more.

Referring to a recently printed information "India Biscuit Market Overview, 2017-2023", in the report, it is mentioned that the organized biscuit business represents over 70 percent of the total portion in the general biscuit industry in India. It is anticipated to outperform a revenue amount of Rs 400 billion by the year 2023. (Wood, L, 2018). The supply chain system of Big players such as Parle, Britannia, ITC, and Patanjali is extensively laid out in city areas as well as villages. We can easily find an Rs. 5 Parle G glucose biscuit packet in nearby conventional stores in every part of the country. Organized sector comprises of diverse product types of biscuits such as cookie cream, cookies, milk, cracker, glucose, Marie, and many

more. Rural consumption of biscuits has demonstrated superior development in the past few years. And amidst the entry of Patanjali Ayurved in the competition has more intensified. Increasing demand for prepared food items among the age groups has further strengthened the demand to reinforce the development of the biscuit market optimistically. Moreover, the abrupt outbreak of the COVID-19 pandemic and countrywide lockdown has altogether expanded the interest for convenient, healthy food items with extended shelf life hence fueling the market growth.

Indian biscuit market is divided into the basics of product types, packaging, supply and distribution channel, business, and area. Based on supply and distribution channels, the marketplace can be distributed into superstores/hypermarkets, conventional stores, individual retailers, online, and others. Out of these, the online sector is predicted to register greater growth in the marketplace in the next five years which can be credited to the linked low functioning costs and capital obligation. Furthermore, to this, certain rewards it offers such as availability of a wide range of choices, doorstep or one-day delivery, aggressive pricing, among others, which is additionally likely to push the segmental growth. Based on product types, the Indian biscuit marketplace has been split into the premier category and non-premier category. Non-premier category biscuits are set to govern the marketplace over the predicted period from 2019 to 2025. Owing to the huge base of population that mainly constitutes of people living in villages produces a huge need for an inexpensive product. The category belonging to cookies is expected to grow the fastest as compared to the other categories as Cookies are majorly used in gift packs during the time of festivals, instead of chocolates and sweets. They have a better shelf life and can be easily stored. Along with the few major biscuit manufacturing companies, In India, several local companies are in the process of manufacturing biscuits. The local companies have comparable producing services the same as the prominent ones. The products are properly categorized and carefully packed as they have to be transported around the country. They are healthy to consume and are available at a very less cost at the same time. This makes them reasonably priced for fewer income buyers. For boosting its volumes

and commodities value, firms now have begun to sell premier types of biscuits in different packages so the demand for the product improves in both cities and villages. The city's neighborhoods comprise delivery networks such as mega marts, superstore, grocery stores, and new entrants that is e-commerce, which especially lets customers choose from different types of goods and give different schemes to the customer during the time of Indian festivals. Shopping online is beneficial to consumers as anyone can easily purchase whatever they want just by sitting and ordering at home. Amazon, Big Basket, Grofers are a few of the major e-commerce retailers which sell biscuits from Indian and global companies. Various players in the unorganized sector do not pay taxes and have a small operating cost which benefits them to give large margins to sellers who drive brands sales generally in rural areas.

### 3.1. Patanjali – The beginning

The launch of Patanjali is being regarded as a game-changing opportunity for the brand as well as Indian consumers as they are likely to be benefited from a healthy alternative that comes at a lower price. What made Patanjali, an ayurvedic pharmacy experienced a sudden translation growth and elevated its development. The answer lies in the FMCG sector. The organization turned into a household name in the FMCG industry, additionally referred to as CPG (Consumer Packaged Goods). The firm has been able to transform Indian society employing a growing culture that specializes in Yog and Ayurveda as a method of accepted residing. This business enterprise has a diverse product variety. The major products are cow ghee, kinds of toothpaste, hair oils, shampoos, dairy products, atta noodles, and biscuits to name some. Its functioning capability includes over a large number of shops, hyper-marts, and distribution centers. Acharya Balkrishna works as its modern chief executive officer.

### 3.2. Product Portfolio

Patanjali's products are categorized into 5 main ranges:

1. Toothpaste, hair oils, face wash, biscuits, noodles, etc.
2. Homecare: Dish wash bar, detergent, detergent liquid, detergent cake, etc.
3. Ayurvedic Medicines: digestives, eye drops,

- and different tablets, syrups, etc.
4. Groceries: Besan, wheat atta, rice, pulses, salt, etc.
5. Agro Products: Biofertilizers, seeds, and pesticides, etc.
6. Dairy Essentials: Milk, Indian Yoghurt, Powered milk, Buttermilk, Paneer etc.

### 3.3. Distribution strategy

Patanjali has recognized itself in wide-ranging trades with selective retail channels and large wholesalers in the e-commerce space, it has agreed to a proposal with major e-commerce partners such as Flipkart superstore, Big Basket, Amazon pantry, to form a formidable force in the e-commerce marketplace. Also, to provide a boost to the presence, it has created a particular website called [www.patanjaliayurved.net](http://www.patanjaliayurved.net), therefore forming an omnichannel network. It has been created to reach out to buyers and small retailers who order in bulk quantity. For better consumer reach, a clock customer support service is set-up for answering customer inquiries concerning the order's monitoring and trackability. Strong groundwork of careful planning, a well-connected supply chain network, and a robust transportation system are a few of the crucial criteria in this highly competitive universe of FMCG goods. This is further significant due to different kinds of products, seasonality, and omnichannel distribution network while catering to a vast geographical customer base pan in India. Distribution Channels- Retail Stores, Specialty Retailers, Online Distributors, Brand's website and Order me app.

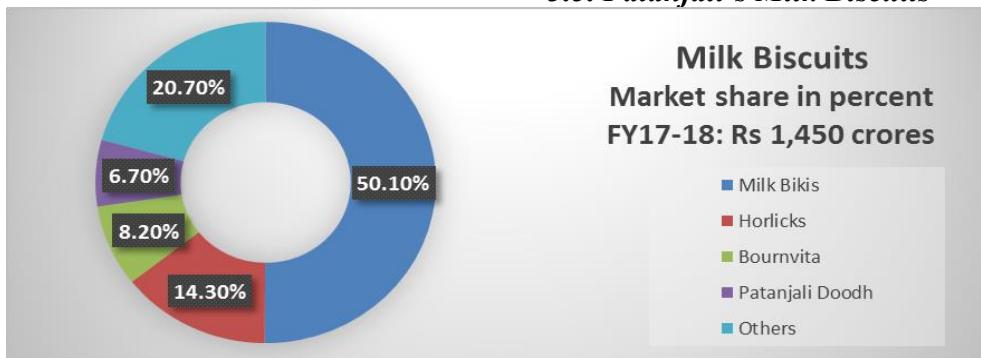
### 3.4. Branding Strategy

Patanjali as a brand is having an extensive variety of goods across the food & non-food group. The only Indian businesses having a variety kind of country manufactured good & natural products beneath one parachute. While the existing FMCG brands, like HUL, have brought the Ayush brand for revival and growth in the herbal segment, others are required to find new product categories and creating different ad campaigns for consumer behavior involving huge investments. Patanjali has simply offered a "no chemicals and Swadeshi Alternative". The differentiating factor of the organization is innovative products and resilient manufacturing process. For example, there is a wide range of goods comprising of precise blends

that were not present in the current Indian marketplaces but were used extensively in the unorganized sector, like freshly extracted refined

oils, homemade ghee, Aloe vera- Amla Juice, Amla Juice, and many more.

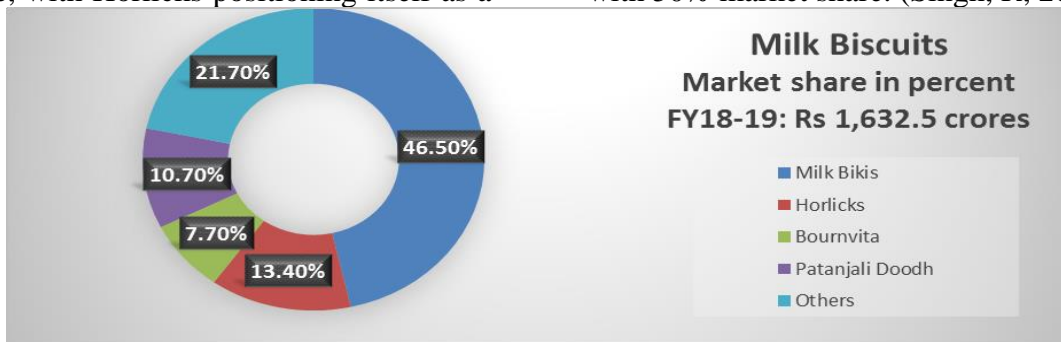
**3.5. Patanjali’s Milk Biscuits**



**Fig 1 Milk Biscuits Market share in percent FY17-18**

For the fiscal year 2017-2018, Patanjali’s milk biscuit offering stood at 6.7 % of the market share. During this time, it posted a sales value of 97 crores. The market share of Patanjali doodh biscuits was almost 50% to the value of Horlicks milk biscuits, with were having 14.3% of the market share, with Horlicks positioning itself as a

rich source of calcium ,Vitamin D and protein which is equal to two cups of the drink. This led to a healthy number and sales value which clocked to 207 crores, according to an industry official. The market value for the milk biscuits was worth Rs 1,450 crores and Britannia milk biscuit offering Milk Bikis was the top contender with 50% market share. (Singh, R, 2020).

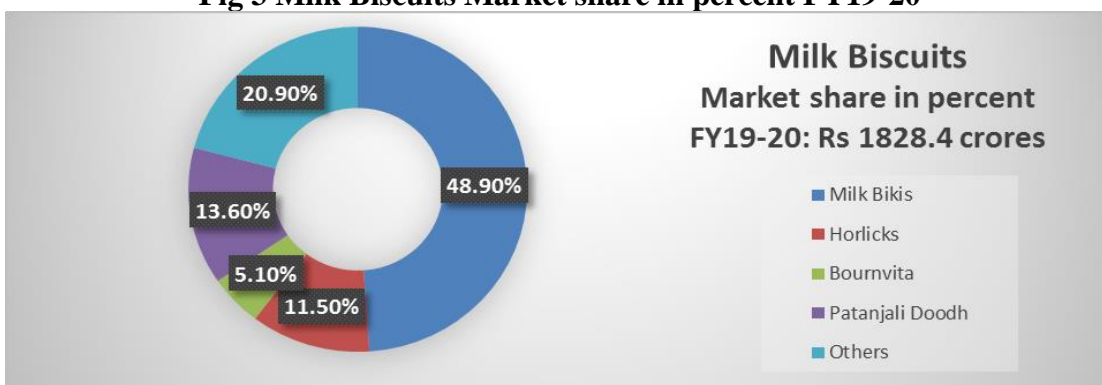


**Fig 2 Milk Biscuits Market share in percent FY18-19**

Similarly, for the fiscal year 2018-2019, Patanjali’s milk biscuit offering stood at 10.7 % of the market share which was an improvement of

over 67 % on last year's growth. Other major brands witnessed a decrease in market share in the same period.

**Fig 3 Milk Biscuits Market share in percent FY19-20**



Now move to the fiscal year 2019-20, three things have changed, and one thing is being constant. Milk Bikis still a market leader, the market share

value has fallen a little to 48.9%. But the thing that changed was the market size of the milk biscuit industry has grown to Rs 1800 crore. The

next major change would be a fall in the market share of Horlicks, from 14.3 % to 11.5 %. Last and most interesting one, Patanjali Doodh biscuits now have the second-highest market share with 13.6% with sales values of 249 crores, according to the Nielsen data cited by FMCG analysts and industry executives. Forbes. In three years, Patanjali doodh biscuit has become taller, stronger, and smarter. Biscuits form a unique proposition in our homes, especially glucose and milk biscuits as they can be taken with tea, coffee, and milk. These biscuits from a unique tradition as glucose and milk are considered as a source of energy in India. They can be a cheap substitute for hunger depending upon the availability of food. (Singh, R, 2020).

### **3.6 Could Patanjali's Doodh biscuit could challenge the Market Leader Parle G Biscuit?**

Parle G, the leading food corporation registered best-ever sales of its Parle-G biscuits during April and May at the time of country-level lockdown, as stated by a senior business official. The firm has added a market share of about 5% in the extremely competitive biscuit segment, aided by Parle-G biscuits, where people favored stocking up their houses with packs of Parle-G during the pandemic. It has received the highest growth in terms of volume in the last eight decades during the lockdown. The Parle G biscuit brand accounted for 80-90% of the total sales, which were never seen before. The old pastime, which costs Rs 5 a pack, was a handy alternative to bread for many migrants' workers which were on way to their villages. (Sharma, K., 2020) It had become common man's bread in these times as they were not able to afford the regular bread because of the sheer price difference. The packaging is one of the key factors in making Parle-G a success. They have not altered the packaging; it still comes packed in red and yellow wax paper with an image of a girl. This helps to build a connection with the people and increases brand association with the masses.

We will discuss Patanjali concerning Porter's Generic Business Strategies. A strategy is a crucial part of any effective business plan. By using an effective competitive strategy, a company finds its industry niche and learns about its customers (Porter, 1980). A firm's relative position within its industry determines whether a firm's profitability is above or below the industry

average.

The two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above-average performance in an industry: cost leadership, differentiation, and focus.

**Cost Leadership:** Parle G is the most preferred biscuit due to its low pricing strategy. Doodh biscuit comes close in terms of pricing which is great as India is a price-sensitive market

#### **Differentiation**

In a differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers.

Regarding differentiation Patanjali offers 3 different aspects.

1. Cow milk
2. Made up with 100% milk
3. Without cholesterol or Trans-fat

This worked brilliantly for the firm. Users also liked the product and its offerings and have the best rating of 4.3 out of 5 in the milk biscuit category on Amazon. The biscuit value share jumped to Rs 442 crore from Rs 284 crore which is more than 50 % overall growth.

#### **Focus**

The broad strategy of focus rests on the choice of a narrow competitive scope within an industry. Earlier Patanjali was expanding in various categories which are without having a substantial share in any of them. They were running after launching new products in various categories possible such as apparel which not workable in the longer run. But after taking clues from its initial years they have taken an approach that concentrates on few categories and having a substantial share in it. Patanjali's top categories are cow ghee, toothpaste, Chayawanprash, honey, and biscuits. Still, Patanjali has to cover a large range in terms of market share as HUL with 48.9 % the rules the milk biscuit category.

As Doodh biscuits are still in their initial phase, brand recognition is missing with the common people and It has to come with different packet sizes such as Rs 5 pack to target the rural population. The availability of products is also a challenge for doodh biscuits to overcome as Parle-

G has developed a robust supply chain network and is present at every general store in the country. Patanjali is now building an efficient supply network. In the country which keeps a check on the availability of the product. Parle-G’s branding strategy is one of the best in the market, its advertisements are very effective and target all the segments of society. Patanjali has to invest majorly in improving branding strategies as it helps for creating brand awareness and also develops brand identity and credibility for the

consumers. Currently, India has sixty-four percent of its masses within the working-age society which offers millennials the driving power behind the latest consumer trends. Millennials carefully examine dietary values on packages as well as grab bites at the least two times a day. Patanjali Doodh biscuits can be considered as a healthy alternative to Parle-G as it offers more nutrition and cost almost the same.

**Table 1: Swot analysis of Patanjali Doodh biscuit**

<p><b>INTERNAL FACTORS</b>  <b>STRENGTHS (+)</b>  <b>Baba Ramdev as the Brand Ambassador.</b> He is the real man behind Patanjali’s exponential growth.  <b>Marketed as 100% Atta,</b> Trans Fat-free and Cholesterol free biscuit for Health-conscious individuals  <b>The pricing Strategy</b> of Patanjali’s products gives a superior advantage over its opponents.  <b>Ayurvedic Brand's origins and an Indian brand</b> help in rural and urban outreach.  <b>New Launches of Products</b> – Helps to maintain Media limelight of the business.  <b>E-commerce</b> – In a first of its kind, Patanjali has a major advantage over its competitors. Patanjali has launched its website and ties ups with a lot of online retailers so that patrons can simply find their products and offers online</p>	<p><b>INTERNAL FACTORS</b>  <b>WEAKNESSES (-)</b>  <b>Not enough campaign</b> for the Biscuit portfolio  <b>Lower Margins for Traders</b> – Patanjali’s core focus has been on volume and not on providing margins to the distributors and traders. It offers lesser margins to traders as opposed to different companies that are there in the FMCG sector.  <b>Partial presence in Global Markets</b>– Patanjali is still in starting stages as far as exports are measured.  <b>High Dependency</b> on Baba Ramdev</p>
<p><b>EXTERNAL FACTORS</b>  <b>OPPORTUNITIES (+)</b>  <b>Staring up a premium range with Milk Sandwich biscuits</b> to increase sales and market presence  <b>Getting Associated</b> with the schools, NGO and Hospitality Sector to increase sales as it is projected in the healthy segment  <b>Establishing a robust distribution system</b>  Building <b>Strategic Brand Awareness</b> campaigns  Developing different <b>Packaging Sizes</b> to cater the different needs of the consumers.</p>	<p><b>EXTERNAL FACTORS</b>  <b>THREATS (-)</b>  <b>Direct Competition</b> from Britannia which is a leader in this segment and also from Horlicks and Bournvita  <b>Rising Income</b> - People opting for premium biscuits such as Cookies and Cream biscuits.  <b>Change in Political environment</b> can affect the Patanjali future plans  <b>Negative publicity and Controversies</b></p>

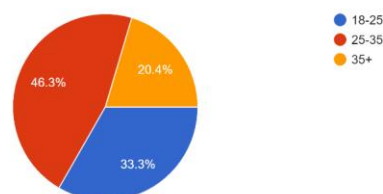
**Table 2: Brand Wise Comparison Major Brands in Glucose & Milk Biscuits**

Major Brands in Glucose & Milk Biscuits	Britannia	Patanjali	Horlicks	Bournvita	Parle G
Name	Milk Bikis	Dhoo Biscuits	Horlicks Biscuits	Bournvita Biscuit Pro-Health Cookies	Parle G Original Gluco Biscuits
Main Ingredients	Refined wheat (63%), Sugar, Edible Vegetable Oil (Palm), Milk Solid (2%)	Whole Wheat Flour, Edible Vegetable Oil, Milk, Clarified Butter, and Liquid Glucose	Refined Wheat Flour (55%), Edible Vegetable Oil (Palm), Milk Solid (2%), Minerals, Liquid Glucose, Vitamins	Wheat Flour (57% -> 5% cereal extract, 51% Barley, Wheat), Palm olein Oil, Milk Solid (1%), Cocoa Solid, Liquid Glucose	Wheat Flour (67%), Edible Vegetable Oil (Palm oil), Citric Acid
Nutritional Value	100 g - Carbs - 75g (Sugar=25g), Protein = 7g, Fat =14g	100 g - Carbs - 70.32g(Sugar=20.40g), Protein = 7g, Fat =17.75g	100 g - Carbs - 77g (Sugar=24.3g), Protein = 6g, Fat =13g	100 g - Carbs - 73.3g(Sugar=30g), Protein = 7.5g, Fat =15.3g	100 g - Carbs - 78.2g(Sugar=25.5g), Protein = 6.5g, Fat = 12.5g
Special Offering	Zero Trans Fat	Zero Trans Fat, More Fiber, Zero Cholesterol	Trans Fat free, No artificial colors	ProHealth Vitamins, Iron & Calcium	NA

From this Comparison, we can across a unique fact only Patanjali is offering 100 % whole wheat biscuits in the Glucose and Milk biscuit category. Furthermore, the Quantity of sugar pretty less than its competitors which is now valued by health-conscious people. The fat content of Patanjali’s Doodh biscuit is the highest which can be inferred as it has made with cow milk as advertised by Patanjali. The value to weight ratio of Patanjali Doodh biscuit is better than its market leader Britannia Milk Bikis in the same segment. The most popular biscuit brand in the glucose segment is Parle-g is made from refined wheat flour and doesn’t add any nutrition value to the human diet.

**4. Research Methodology:**

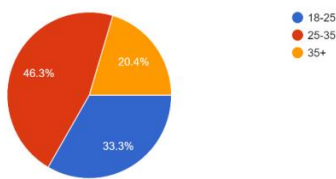
Which age group do you belong to ?  
108 responses



The sample size was taken near about 108 consumers who were spread all over India. Out of 108 respondents, 46.3% were from the 25-35 age group, 33.3 % were from 18-25, and the rest of them from the 35+ age group. 64.8% of participants were male and 35.2 % of participants

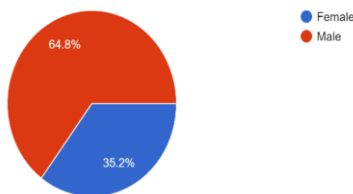
were female. A judgmental sampling technique was used to gather the key data with the support of a self-administered questionnaire. We wanted to understand consumer behavior for the biscuit industry and how the consumer is looking for healthy alternatives, even if they have to shift from their favorite brand or category. We have surveyed for the brand awareness of Patanjali Milk Biscuits famously called Doodh biscuits. All the responses were captured through an online medium.

Which age group do you belong to ?  
108 responses



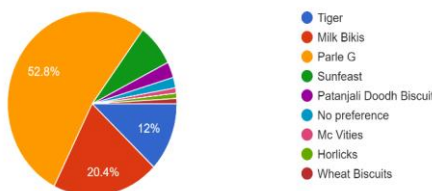
**Fig 4. Age Groups**

What is your gender ?  
108 responses



**Fig 5. Gender Ratio**

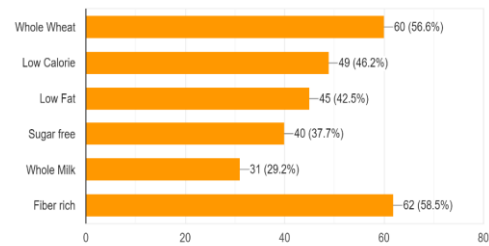
When you think of Glucose and Milk Biscuits, which comes to mind as a your top choice  
108 responses



**Fig 6. Top choices**

We can see here that 52.8% of responders preferred Parle G and it stills rules the market in terms of glucose and milk category is concerned. Milk Bikis has 2nd highest share in the same category. People prefer Parle-G due to a couple of reasons, its affordable price, its unique taste which has not been changed since its inception, and accessibility across the country.

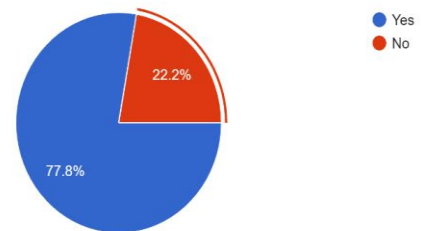
Below is a list of health benefits offered by different brands (Can Select Multiple Options)  
106 responses



**Fig 7. Top choices in Health Benefits**

In the survey, we found 58.5% of responders look for more amount of Fiber, and 56.6 % of responders look for whole wheat in their biscuits. They also preferred low-calorie biscuits as nowadays lifestyles have become inactive and in times covid-19, the need for the healthier option has increased.

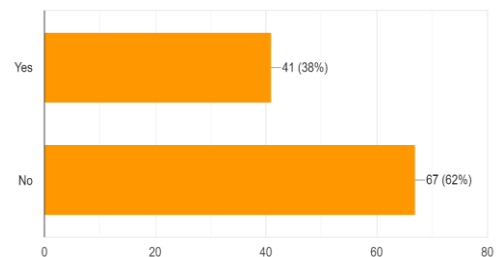
Would you mind switching your above choice to healthy alternative  
108 responses



**Fig 8. Switching to Healthy Alterantives**

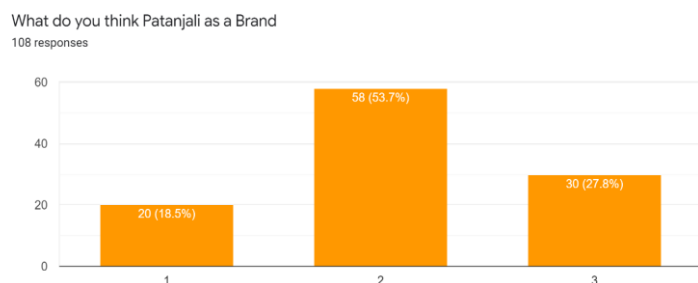
From the survey we can observe people are ready to switch to a nutritious option over their preferred brands. They are looking for healthy lifestyle changes. Consumers are looking forward for products which not only taste good but also are on a healthier side.

Have you seen any advertisement of Patanjali's Milk Biscuits (Doodh Biscuits )  
108 responses



**Fig 9. Advertisement of Patanjali**

Only 38 % of responders have seen the advertisements of Patanjali doodh biscuits, 62% have not seen the advertisements, So Patanjali has to invest in advertisements drives. They should increase the frequency of their ads on websites and social media to target younger populations.



**Fig 10 : Patanjali Brand Perception**

Around 81% of responders are neutral or favorable towards the Patanjali brand. That's a good sign for the brand and the company can use this to its advantage. Also, the aura of Baba Ramdev is still prevalent in the minds of consumers and he should continue to promote it and refrain from any controversies. Patanjali also can be benefited by the swadeshi movements in the country and become one of the largest FMCG companies in the country.

## 5. Recommendations

We came across the fact that very few responders have awareness about Patanjali's doodh biscuit. Patanjali should advertise more aggressively its Doodh biscuits brand as it is more nutritional than the other Glucose and Milk Biscuits brands in the market. People are not fully aware of the brand's offerings, even it has more health benefits to offer, and therefore, it's lacking behind in terms of sales. The company could analyze the data collected by the sales team and implement newer technologies such as machine learning for better sale forecasting, classifying customer segments, and to improve customer satisfaction. The company can also develop new marketing strategies for the customers by designing personalized promotions campaigns and offers for them. Patanjali can also collaborate with local populations in developing new innovative offerings that can be sustainable and affordable at the same time.

## 6. Conclusions

There is a shift in the awareness pattern of the customers. We came across people nowadays who are more watchful about the nutritional value before they buy a biscuit packet. They tend to look for more amount of fiber, proteins, vitamins, and whole wheat in a biscuit. The responders look for low fat and fewer calories in the biscuit. Advertisements play an important role in educating the consumer about the products. Companies should look for investing in their manufacturing facilities, product quality, advertisement campaigns that highlighting's unique benefits, and developing a robust distribution network. Also, companies should try to produce products with better quality and packaging as it could offer consumers improved taste and better shelf life.

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